



**ORGANIZATIONAL CULTURE AND JOB SATISFACTION: A CASE OF  
ACADEMIC STAFFS AT UNIVERSITI UTARA MALAYSIA (UUM)**

**A thesis submitted to College of Business  
in partial fulfillment of the requirements for the degree of  
Master of Human Resource Management**

**By:**

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## **ABSTRACT**

The main purpose of this study is to examine and gain a better understanding of the significant relationships between the dimensions of organizational culture and employees' job satisfaction among academic staff at UUM. It was done among 135 lecturers at UUM. Data which was gathered through questionnaires was analyzed by using statistical package for social science (SPSS) software 12.0. Two types of statistic were used namely descriptive and inferential statistic. Frequency and percentage were the type of statistic descriptive and statistic inferential used were multiple regression and Pearson correlation. The result showed that no significant between (emphasis of reward and performance oriented) and job satisfaction. Result also showed that significant between (organizational supportiveness, innovation and stability and communication) and job satisfaction.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction to Study**

Organizational culture has been an important theme in management and business research for the past few decades due to its effect and potential impact on organizationally and individually desired outcomes such as commitment, loyalty, intent to turnover and satisfaction (Chow et al., 2001). This interest has led management scholars and practitioners to undertake researches resulting in numerous articles, including a complete issue of *Administrative Science Quarterly* (1983), *Organizational Dynamics* (1983), *Journal of Management Studies* (1986) and *Organizational Science* (1995) as being devoted to organizational cultural issues (Lund, 2003). In today's business environment, organizational culture is used as a powerful tool that portrays many facets of a workplace as well as to quantify the way a business functions (Gray, Densten & Sarros, 2003). Research has confirmed that organizational culture is not only able to change, guide and display but also give significant contributions by influencing the thought, feeling, interacting and performance in the organization (Ab. Aziz Yusof & Juhary Ali, 2000).

Despite the considerable body of organizational literature that has been conducted to examine the relationship between corporate culture and employees satisfaction in various countries as well as industries (for example, Chow et al., 2001; Mohammed Saeed & Arif Hassan, 2000; Lund, 2003; Sheridan, 1992), there is very little literature that recognizes organizational culture studies within the context of higher learning institution, particularly on how job satisfaction amongst employees is

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